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ABSTRACT

This booklet describes four strategies used in successful recruitment and motivational programs for Job Training Partnership Act (JTPA) participants: (1) locate potential participants whose degree of disenfranchisement may be so great that they have given up and dropped out; (2) raise participants' expectations so that they can exercise more control over their lives; (3) build trust among participants so that "the system" can provide a better alternative than their current situation can; and (4) provide the support necessary to maintain participants' motivation. Following the narrative summary, the major portion of this report for job training professionals consists of National Alliance of Business Bulletins that describe model JTPA recruitment and motivational programs in detail. Each bulletin provides the following information: (1) a narrative description; (2) program results in terms of applicants recruited; (3) the name and phone number of a contact person; (4) "hints for success"; (5) products and/or publications related to the program; and (6) names of companies involved in the project. (CML)

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TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

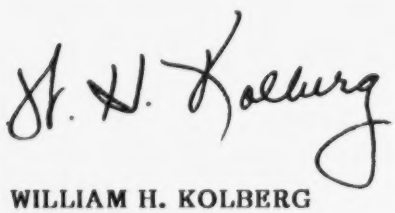
FOREWORD

Economic independence is a dream of every American. Well designed job training programs can help the economically disadvantaged take an important first step toward that goal. At the same time, administrators of Job Training Partnership Act Programs face a perpetual challenge in recruiting and motivating potential job training applicants.

Recruiting and Motivating JTPA Participants offers a selection of creative and innovative approaches implemented by JTPA service providers from all over the country. A variety of arrangements is examined and discussed, with an emphasis on local resources and how they have been used.

Coordination and cooperation among local community leaders are important features of all of the strategies. Such activity minimizes duplication of services and ensures that funds will be spent wisely on needed programming and other support.

Cultivating cooperative relationships with institutions, participants, and businesses builds the kind of support required for job training programs to meet the challenges and needs of training and placing economically disadvantaged in productive employment. We hope this publication creates exciting options for job training professionals in recruiting and motivating JTPA participants.



WILLIAM H. KOLBERG
PRESIDENT

The National Alliance of Business (NAB) is an independent, business-led, non-profit corporation whose mission is to increase private sector training and job opportunities for the economically disadvantaged and long term unemployed by building and strengthening public/private partnerships of business, government, labor, education and community-based groups.

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STRATEGIES FOR SUCCESS:
RECRUITING AND MOTIVATING JTPA PARTICIPANTS

INTRODUCTION

At conferences and other professional gatherings, practitioners are often asked to describe the ingredients that make job training and employment programs successful. In response, we frequently list operational features such as aggressive marketing, reasonable costs per participant, strong business input and tight interagency linkages. Rarely do we talk about strategies for participant motivation and recruitment.

The reasons that we focus on operational characteristics and shy away from recruitment and motivation issues are straightforward. First, these operational ingredients are legitimate; they must be addressed if our employment and job training programs are to be successful. That is, they are ***necessary*** ingredients. Second, and more importantly, we tend to focus on these elements because they are the ones over which we have control. Our programs will, in fact, be more successful if our plans include techniques for accomplishing these objectives.

Although necessary, these elements over which we have control are ***not sufficient*** for success in our programs. ***To be truly successful, our programs must provide services that increase not only participants' employability skills, but also their desire and motivation to be employed.*** Unfortunately, we often have little control over these intangibles. We cannot always expect that our programs can successfully reverse participants' psychological barriers to success that result from years of accumulated defeats, poverty, illiteracy and hopelessness. Thus, when asked to describe the keys to success in our programs, we understandably shy away from these tough societal and psychological issues.

THE CHALLENGE

While we frequently do not address the issues of participant recruitment and motivation publicly, practitioners around the country have been privately making an effort to understand these issues and to translate their understanding into strategies for success -- plans that include techniques to not only enhance employability skills, but also increase the desire to be employed. The program descriptions contained in this booklet highlight the successful recruitment and motivation efforts of organizations around the country. Our analyses of these programs reveal that they have four common ingredients that account for their success; each includes strategies to:

- locate potential participants whose degree of disenfranchisement may be so great that they have given up and dropped out;

- raise participants' expectations that they can, in fact, exercise more control over their lives;

- build trust among participants that "the system" can provide a better alternative than those they see before them; and

- provide support that participants often require to remain motivated.

STRATEGIES FOR SUCCESS

How have these strategies been implemented? While the detailed answers vary with individual program goals, similar strategies characterize the very different programs highlighed in this booklet.

- LOCATING PARTICIPANTS: STRATEGIES FOR SUCCESS

  In each of the programs described in the following *Bulletins*, the operator located participants by aggressively soliciting them. In the case of the North Dakota Native American program, Job Service recruiters live and work on the reservations. The Pennsylvania veterans program also features community recruiters who establish branch offices in the communities served by this eleven-county program. In addition, the staff of this program are required to be officers in and members of local veteran's organizations. In rural Utah, a VISTA volunteer travels throughout the SDA to make one-on-one calls on potential program participants. In New Hampshire, program graduates are called upon to speak to potential recruits at housing projects. In the southwest, rural dislocated workers are served through mobile assistance centers.

  In addition to direct personal contact, the operators of these model programs have creatively used the media to locate and recruit participants. The most outstanding example of this effort is that of the Working Channel in Detroit, a cable TV channel that is dedicated to helping the unemployed. A more common, less expensive technique used in New Hampshire, Pennsylvania, and the Tampa summer youth program is the establishment and maintenance of good relations with print and broadcast media. In each of these programs, regularly produced news releases are translated into radio spots and feature stories. Program staff work with television and radio stations to produce call-in shows on a regular basis.

  Many programs also use special media strategies to target their audiences. In Tampa and New Hampshire, rock music groups were used to market summer youth programs. In New Hampshire, vouchers for free training were included in Christmas cards to welfare recipients. The use of postage paid interest cards is common in many of these programs. And, in all of these model efforts, posters are hung where target audiences will see them on a daily basis -- laundromats, buses, grocery stores and schools.

  Finally, each of these programs relies heavily on interagency linkages to locate potential recruits. The PIC in Lake County, Illinois has accomplished this task in a most unusual way -- by producing and

selling a human resources directory for the county. By compiling profiles of all types of human service organizations that serve the area, the PIC has established a vehicle that not only keeps it in regular contact with providers that serve potential job training clients, but also advertises the PIC's services to other professionals who can direct clients to it.

Thus, these model efforts teach us that effective recruitment plans have several key components:

(1) decentralization - don't expect clients to come knocking at your door. Instead, use techniques to go to them. Personal visits, radio and television programming, and direct mail can generate interest in your program.

(2) interagency coordination - your own staff will never be big enough to locate program enrollees who can use your services. Establish regular communications with all area human service providers who can direct people to your program.

(3) targeted use of the media - structure the content and placement of your advertisements to meet the needs of your target audiences.

- RAISING PARTICIPANT EXPECTATIONS: STRATEGIES FOR SUCCESS

Encouraging, supportive and dedicated are all adjectives which describe the staff of the programs profiled in this booklet. The relentless energy, interest and enthusiasm these individuals bring to their work enhances the participants' views of themselves and, ultimately, increases their successes.

Another important ingredient in these successful programs is the environment that fosters participants' confidence and that supports the goals they establish for themselves. The single parent/displaced homemaker project in Utah shows how one-on-one counseling and encouragement supplements the "Seminar on Success" to raise the self esteem of JTPA participants.

Like the Utah program, the veteran's center in Pennsylvania prides itself in helping participants gain control over their lives. By offering individualized counseling and information about all types of programs, the center has helped its often discouraged enrollees to regain confidence in their abilities.

Mentoring is another technique that helps raise participants' expectations. In some programs -- such as many in-school youth projects -- role models from business volunteer their time, helping youth to understand the benefits that hard work will provide and the effort required to attain these benefits. Mentoring took place one Saturday morning in March when many Tampa area youth were exposed to the expectations of employers for the first time. As part of its summer jobs program, the Tampa PIC organized and local businesses paid for an employment fair that gave youth their first opportunity to meet face to face with employers.

In Detroit, participants of Working Circles -- guided job support groups -- raise their expectations for success by working with other unemployed people. In small neighborhood groups, unemployed people get together to practice interviewing, help each other with resumes and provide an empathetic network of support. As each participant finds employment, the others' expectations are raised.

In New Mexico, a pilot program gave dislocated workers control over their lives by allowing them to use training vouchers at the institution of their choice.

These examples show that participant motivation -- a key to success -- can be enhanced when strategies like the following are used to raise expectations:

(1) employ dedicated, energetic, committed staff to help discouraged participants believe in themselves.

(2) use role models who can help participants identify attainable goals.

(3) create situations -- such as mock interviews -- that build participants' self-esteem.

(4) build confidence by giving participants the information they can use to make informed choices

- BUILDING TRUST: STRATEGIES FOR SUCCESS

For many economically disadvantaged, experiences with government programs are characterized by frustration, disappointment, impersonal treatment and too much red tape. These are feelings which JTPA programs must overcome if they are to be successful in building the trust that is essential to participant recruitment and motivation and, hence, program success.

One of the best methods for building trust in "the system" is sharing success. In Albuquerque, the private industry council established an alumni club of former participants. When the PIC needs testimonials about the benefits of participating in JTPA, it calls upon members of this club to relate how their lives have changed as a result of using the system. In this way, the PIC establishes credibility and engenders trust among potential applicants.

In New Hampshire, the Job Training Councils promote trust in the system through marketing. Call-in talk shows help to spread the word about success that results from using the system.

The Veteran's Outreach and Assistance Center in Pennsylvania has built trust by employing as outreach workers determined Vietnam Vetereans who readily identify with the needs of potential enrollees. Similarly, Native Americans in North Dakota who need employment-related assistance are counseled by outreach workers who are also Native Americans and residents of the reservations.

The North Dakota, Utah, Arizona and Pennsylvania programs also contain another element that is essential to building trust -- elimination

of red tape. Rather than being shuffled from one office to the next, participants have a single point of contact, one agency that coordinates services available from all human service organizations.

Thus, to build participants' trust in the system, remember three simple guidelines:

(1) establish credibility by spreading the word about success. Use past graduates for testimonials and publicize success stories through the media.

(2) when possible, employ outreach workers who have had similar experiences or are of the same background as potential applicants. Enrollees are likely to trust someone with whom they can identify.

(3) build trust by eliminating red tape and giving participants as much indivdualized treatment as possible. When feasible, coordinate all services through a single person the participant can call a friend.

- PROVIDING SUPPORT: STRATEGIES FOR SUCCESS

Since the inception of JTPA, service delivery areas have responded to the decrease in funds available for support by creatively coordinating resources. Local public and private non-profit organizations have been tapped for their skills and capital, and businesses have responded to the call by providing both financial and in-kind support to JTPA programs and participants. The cooperation and giving that make these supportive services possible often makes the difference between modest and overwhelming program success. And the reasons for this are straightforward: first, by coordinating and leveraging available services, SDAs can run more cost effective programs; and second, by offering a full range of supportive services, service delivery areas can structure programs that enable participants to focus on the program content rather than divert energy toward worrying about family and financial needs.

Throughout southeastern Michigan, supportive services are publicized and coordinated in a most unique way -- through the Working Channel cable television station for the unemployed. More than 1,000 participants in training programs have indicated the channel was their program lead.

In New Hampshire, coordination is achieved through informal interagency coffees, communications fostered by an interagency newsletter, and by formal recognition of agencies whose efforts to coordinate with the Job Training Councils are judged to be outstanding.

In Lake County, Illinois, the Human Services Council, composed of representatives from all public and private human services agencies, insures that all county services are leveraged to meet individual needs.

In Pennsylvania, veteran's center outreach workers act as information brokers, gathering and providing the facts that veterans need to solve their individual problems. The center's Director reports that the results of these efforts are tremendous -- veterans looking for employment are

often motivated to find their own jobs after gaining the control that results from the information offered by the center.

Through its outreach workers located on reservations, the Job Service in North Dakota coordinated a variety of services -- including linking job training with economic development. The result was that more job opportunities were created within reservation boundaries.

In Utah, coordination efforts at the one-stop center for displaced homemakers run by the Bear River District PIC yield not only more motivated participants, but also funding from seven different sources.

Arizona's dislocated worker program featured a 93% placement rate as a result of the extensive array of services it offered.

Thus, maximizing the variety of supportive services that can be provided saves valuable funds, enhances the success of recruitment efforts and motivates participants. To maximize these benefits:

(1) publicize the availability of supportive services in marketing materials -- potential participants will be more enthusiastic about your program if they know in advance about the services offered;

(2) establish as many linkages as possible with other human service agencies -- in the long run, each agency will maximize the services it can provide;

(3) understand that performance statistics will improve as participants are able to focus more on the program because they worry less about such needs as child care and transportation.

ESTABLISHING A STRATEGY

Is establishing a strategy difficult? Yes, it can be the most time consuming and demanding aspect of program development. Several important considerations in orchestrating an outreach and recruitment program are outlined below:

(1) Develop a comprehensive plan. The first step is assessing the status of outreach and motivation efforts within the organization, determining where the gaps are in each program, and deciding what goals are desired, what work is required, who should do the work, and how long it should take.

(2) Design a system. It should show projected recruitment levels, outline the work required, estimate the cost of the effort, identify the person in charge, and describe the methods that will be used to evaluate success.

(3) Start outreach only when program systems and services are in place. A massive amount of participants and paperwork descending upon you at once will produce chaos and frustration for you and the participants. After you know where your potential applicants are, do you have the programs and supportive services that will build their trust and motivate them?

(4) Get the community involved from the beginning. By letting the community organizations you do business with become involved from the beginning, you are establishing the communications links needed for your outreach and recruitment system to be successful.

(5) Don't panic -- two to three program cycles may be required to determine if your system is operating effectively. If your institutional linkages are new, allow time to iron out the wrinkles.

PAYING FOR IT

Implementing recruitment and motivation strategies doesn't have to cost a fortune. In fact, creative use of resources and strengthened interagency linkages can actually save money. New Hampshire's extremely effective marketing plan requires only $30,000 in addition to the Marketing Director's salary.

Like the strategies for success outlined in these *Bulletins*, the budgets were well thought out before a single poster was hung. Our analyses of these efforts reveal the following key features:

(1) Design first, then get the money or resources. Pretend you are a public relations firm. If you can "sell" your idea by explaining your strategy and showing the benefits, you will be more likely to get substantial contributions -- such as free appearances by rock groups.

(2) Don't ignore any contribution. One reason New Hampshire's budget is low is that companies donate paper stock and the design work is done internally.

(3) Seek contributions that match your target group. Young people are more likely to respond to sports figures, rock groups and Burger King placemats than are adults.

(4) Contact other human service agencies as soon as your service plan is complete. Their budget cycle may be different than yours and timing may be crucial.

(5) Networking is cheap. Informal coffees and more formal interagency newsletters can yield substantially increased recruitment success.

(6) Decide who is in charge. Since participants respond best to a single point of contact, you will save time and money by agreeing in advance.

(7) Maintain media relations. Don't let contacts slip.

(8) Use businesses as recruiters. If their applicants are unqualified, they will be happy to send them to you. Establishing this contact then opens placement opportunities.

CONCLUSION

At first glance, recruitment may seem to be the simplest of all programmatic issues. A few strategically placed public service ads, posters and news releases and -- presto -- we're on our way to program success. Participants chosen from an applicant pool already motivated enough to walk

through our doors are likely to insure that performance goals are met. Are the services and skills we provide to these people valuable? Undoubtedly, the answer is "yes."

Yet recruitment and motivation of those most disenfranchised -- those most in need of our services -- is not so easy. Locating potential participants who are likely to have dropped out and convincing them that "the system" can be trusted to provide a better alternative than those they currently face are time and energy consuming challenges. And once we have scored successes in our recruitment efforts, we cannot be nearly so certain of positive results. Providing the degree of motivational support that is needed to raise participants' expectations that they can gain control over their lives requires comprehensive services and individualized attention. Our successes mean that we have provided two types of training -- that which increases employability skills and that which increases participants' desire to be employed. To be successful, we must often overcome tremendous societal and psychological barriers.

Considerable thought and effort characterize the recruitment and motivation strategies featured in the ***Bulletins*** on the next pages. A high degree of coordination, innovative methods of identifying potential enrollees, comprehensive motivational strategies and, most of all, persistence on the part of dedicated program staff are qualities which make these programs stand out as models.

MODEL PROGRAM *BULLETINS*

National Alliance of Business
1015 15th Street, N.W.
Washington, D.C. 20005
202/457-0040

Bulletin

An Information Service of the NAB Clearinghouse

ACCESSION NUMBER: N000562: NAB Database MODELS File; Clearinghouse; July 1986

LOCATION: Concord, New Hampshire

DOCUMENT TYPE: BUL

TITLE: Marketing the Partnership in New Hampshire

1985 NAB Distinguished Performance Award

CITATION: July 1986; 4p; National Alliance of Business, 1015 15th Street N.W., Washington, D.C. 20005, 202-457-0040

PROGRAM INFORMATION: Marketing the Partnership in New Hampshire, Concord, NH

Dates of operation: 1983/Present

Funding: JTPA Title IIA - $30,000

Results: 600 applicants recruited per month

PROGRAM OPERATOR: New Hampshire Job Training Councils - Private Industry Council

CONTACT PERSON: Trueman, Ellie, Director, Marketing and Public Relations, New Hampshire Job Training Councils, 125 Suncook Road, Concord, NH 03301, 603-228-9500

PROGRAM DESCRIPTION: Blessed with one of the lowest unemployment rates in the country, New Hampshire might be expected to have difficulty recruiting participants into its JTPA programs. However, thanks to its cost effective, aggressive and innovative approach that reaches even the most rural areas of the state, recruiting is not a problem.

Marketing plans are developed on a quarterly basis in response to fluctuations in the labor market situation, program entry dates, and the needs of the local employer community. The marketing committee of the PIC meets to review the plans on an ongoing basis. The PIC also sponsors a Marketing Manifesto, a meeting to discuss issues pertinent to the PIC, marketing, and programs. This sets the stage and direction for future plans that the Director of Marketing will submit to the marketing committee.

PROGRAM DESCRIPTION (CONT.):

Many marketing activities -- such as those involving the media -- occur on an ongoing basis. The Director of Marketing calls three radio stations per week and tapes segments that highlight programs and opportunities for training in specific areas of the state for broadcast on newscasts. Stations throughout the state are called on a rotating basis so that each station receives a call on a regular basis. This develops strong links with media outlets, establishes good public relations, and provides visibility for the programs.

In addition to providing taped broadcasts, PIC representatives participate in two to three radio station talk shows per month. These programs, generally 20-30 minutes in length, focus on a particular topic and allow time for call in questions from listeners.

The New Hampshire Job Training Councils (NHJTC) also disseminate approximately eight press releases per week. Some describe success stories, some are geared toward highlighting benefits to business, and some outline the key elements of new programs. On a regular basis, the Director of Marketing visits print media editors to discuss coverage. This greatly enhances reception of the press releases because the editors understand the problem of limited funds for advertising. To keep the NHJTC board informed, packets containing all of the press releases are disseminated to PIC members on a monthly basis.

In addition to its ongoing public relations and information campaign with the media, the NHJTC conducts special outreach campaigns that are based on identified needs in the client community. One recent example is the "Passport to Employment" campaign that targets offenders and high risk youth. Specially designed "Passport to Employment" pamphlets outlining the ways that JTPA can assist inmates and youth who are contemplating leaving school were distributed to prisons and high schools. The pamphlet included a business reply card which quickly and easily enabled the prison inmates as well as the dropout prone youth to indicate their interest in NHJTC programs and services.

Another example of targeted outreach occured at Christmas time last year. With the help of the state Department of Public Welfare, the NHJTC mailed Christmas cards to all public assistance recipients. The card contained a greeting that read, "We want to help you make it a prosperous new year," and included a certificate for free training. Of the 8,000 welfare recipients who received the card, 3,000 responded by completing and returning the certificate.

PROGRAM DESCRIPTION (CONT.):

To encourage coordination and cooperation among agencies in the state which provide referrals to NHJTC, the Councils have initiated the "Making the Agency Connection" project. Once a month, a newsletter entitled "Overture - NHJTC In Concert With You" is mailed out to all agencies which might have contact with anyone who may be a potential NHJTC client. In addition, the Councils have initiated an "Agency of the Month" award and an "Agency Personnel of the Month" award to recognize people and organizations for their outstanding efforts to coordinate with NHJTC. The Councils publicize the awards program and winners though press releases distributed to the local media, and recognize the contributions of individual winners with the gift of a pen set. Another feature of the Agency Connection project are the "Coffee, Tea, and JTPA" informal coffees conducted by NHJTC around the state once a month. These informal gatherings enable NHJTC staff to discuss referrals and ideas for improving their system.

Like all service delivery areas, the New Hampshire Councils face the challenge of recruitment for the summer youth program. For two years the NHJTC has successfully met this challenge with help from the rock group Aerosmith. The group's donation of its time to the production of television and radio commercials brought a great deal of publicity to the summer outreach effort. A kickoff was held in March with Aerosmith, the Governor, media, and about 1,000 youth. Additional publicity about the summer youth program was generated with the help of Burger King, which donated 1 million placemats for use in the 22 Burger King locations in the state.

The Burger King effort is representative of the importance NHJTC places on client awareness. In all of its campaigns, the Councils insure that posters are distributed to locations where potential clients are most likely to see them, such as laundromats, grocery and convenience stores, libraries, state liquor stores, video arcades, and movie theatres. Using posters for outreach is successful only if they are seen by the target audiences.

The total marketing budget for a typical program year does not exceed $30,000. In order to make the marketing program cost effective, much of the work is performed by NHTJC staff and donations are solicited from all possible sources. For example, because the Council's Director of Marketing does all the design and layout work for marketing materials and because paper stock is donated by local paper companies, the only extra production cost that NHJTC pays for its marketing materials is for printing.

HINTS FOR SUCCESS:	**Tap the resources in your community to provide no cost outreach and recruitment.**
	Use money wisely; marketing and recruitment does not have to be expensive.
	Establish vehicles such as newsletters and informal gatherings to promote coordination.
	Posters generate new clients only if they are placed where the clients will see them.
PRODUCTS/PUBLICATIONS:	**Samples of Marketing and Outreach Materials**
DESCRIPTORS:	**Recruitment; Publicity; Summer Programs (Youth); JTPA Title II Funded Projects; Training and Employment Programs; Interagency Coordination**
COMPANY INVOLVEMENT:	**Boston Bruins - Non Financial Contributor**
	Burger King - Non Financial Contributor
	Caron Graphics - Non Financial Contributor
	Monadnock Paper - Non Financial Contributor

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Bulletin

An Information Service of the NAB Clearinghouse

ACCESSION NUMBER: N000688; NAB Database MODELS File; Clearinghouse; July 1986

LOCATION: Tampa, Florida

DOCUMENT TYPE: BUL

TITLE: Be Cool! Get a Job! Summer Youth Outreach

CITATION: July 1986; 3p; National Alliance of Business, 1015 15th Street N.W., Washington, D.C. 20005, 202-457-0040

PROGRAM INFORMATION: Be Cool! Get a Job! Summer Youth Outreach, Tampa, FL

Dates of operation: 1986/Present

Funding for Recruitment and Marketing: JTPA Title IIB - $30,817; Private Contributions

Results: Over 20,000 contacts made; 6,000 summer jobs created

PROGRAM OPERATOR: Private Industry Council of Tampa - Private Industry Council

CONTACT PERSON: Opfer, Roy, Manager, Urban Development and Job Training, City of Tampa Private Industry Council, 306 East Jackson Street, Tampa, FL 33602, 813-223-8800

PROGRAM DESCRIPTION: This summer, over 6,000 youth are employed in the Tampa area as a result of the successful outreach and recruitment efforts of the Private Industry Council and the excellent response of the local employer community. Seventy percent of the summer jobs are in the private sector, and over 300 employers are providing job opportunities for the program. Busch Gardens alone is providing 725 jobs for Tampa's youth.

Using the theme "Be Cool! Get a Job!" and enlisting the donated support of the rock music group Kool and the Gang, the Tampa Private Industry Council responded to over 20,000 inquiries from local youth seeking summer employment. Of that number, over 10,000 submitted a full application for employment.

The PIC began its participant outreach activities in March of this year. They distributed posters containing a picture of Kool and the Gang and a phone number to call for additional information to schools, libraries, community colleges, and other

PROGRAM DESCRIPTION (CONT.):

non profit agencies. Along with the posters, over 60,000 pre-application cards were distributed for youth to indicate their interest in participating in the summer program. Occupational specialists in the schools conducted follow up and encouraged youth to complete the full application for summer employment.

In April, the PIC hosted a reception for the media. They distributed four versions of public service announcements (30, 20, 10 and 3 seconds in length) to both television and radio, and gave the print media camera ready advertising to run in local newspapers and magazines. Kool and the Gang contributed support by appearing in the television public service announcements and the print ads.

The PIC staff also met with the Tampa Tribune editorial staff to prepare an editorial about the summer program. In addition, the Tribune wrote a feature story for a weekly education section of the newspaper.

With the support of private businesses in Tampa, the PIC hosted a Career Expo in April. Before the Expo was held, the Tampa Tribune donated a full page of space to run a PIC ad publicizing the event. Flyers describing the Expo were distributed throughout schools and libraries. Fifty businesses financed and participated in the Expo, donating the funds to rent the facility for the Expo and paying the students' transportation to attend. The Expo gave many youth face to face exposure to employers for the first time.

The PIC's capacity to process the high number of summer job applications was greatly enhanced by a donation from IBM of computer hardware and software for the job/client matching process. Training provided by IBM enabled the PIC to reduce the time required to process each student's application from hours to minutes.

Although the PIC began its client outreach activities in March this year, they will start their activities earlier next year. Due to the tremendous response to their efforts, the PIC is considering imposing a deadline for the submission of applications for employment next year. This will enable the staff to spend more time screening the participants. The PIC is also interested in targeting more of their outreach efforts to college age and out of school youth.

HINTS FOR SUCCESS:

Get directly to the youth as soon as you can.

The soft sell approach to youth works best.

PRODUCTS/PUBLICATIONS:

Information Pack

DESCRIPTORS:	Recruitment; Publicity; Summer Programs (Youth); JTPA Title II Funded Projects; Training and Employment Programs
COMPANY INVOLVEMENT:	Busch Entertainment Corporation - Hiring
	IBM - Non Financial Contributor
	Tampa Electric Company - Financial Contributor
	Critikon Inc. - Financial Contributor
	Tampa Tribune - Financial Contributor
	General Telephone of Florida - Financial Contributor

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Bulletin

An Information Service of the NAB Clearinghouse

ACCESSION NUMBER: N000695; NAB Database MODELS File; Clearinghouse; July 1986

LOCATION: Lake County, Illinois; Waukegan, Illinois

DOCUMENT TYPE: BUL

TITLE: Lake County Human Services and Business Directories

CITATION: July 1986; 4p; National Alliance of Business, 1015 15th Street, N.W., Washington, D.C. 20005, 202-457-0040

PROGRAM INFORMATION: Lake County Human Services and Business Directories; Waukegan, IL

Dates of Operation: 1977/Present

Funding: Revenues from sales

Results: 10,000 Human Service Directories and 1,500 Business Directories in circulation

PROGRAM OPERATOR: Lake County Private Industry Council - Private Industry Council

CONTACT PERSON: Sabato, Mariellen, Marketing Director, 307 West Washington Street, Waukegan, IL 60085, 312-249-2200

PROGRAM DESCRIPTION: According to the Marketing Director of the Lake County PIC, the PIC's Human Services and Business Directories are critical to the success of its recruitment and outreach efforts. By compiling and updating these Directories, the PIC increases awareness of its services in both the client and employer communities, fosters the interagency coordination necessary for maximum outreach, promotes economic development within the county, and increases utilization of all of the county's human and business service programs. In addition to helping the PIC meet its service goals, the Directories have the added benefit of being self-supporting. Revenues from the sale of the Directories each year pay the production costs of future editions.

The Human Services Directory, entitled "Human Services for Lake County People," was first published in 1978 and grew out of the PIC's need to understand the range of services available

PROGRAM DESCRIPTION (CONT.):

to the community it serves. The concept of a published directory containing information about all of the county's human services was the result of information sharing meetings organized by the PIC. In an effort to meet its own information needs, the PIC called together representatives from local government agencies as well as from the county's private providers of human services. This group, which became the Lake County Human Services Council, initiated the compilation of the first Directory and continues to meet regularly to identify and fill gaps in the county's human services programs while exploring ways to increase the community's utilization of available programs.

The Human Services Directory, now in its sixth edition, is published in a red loose-leaf binder so that pages can be easily added and subtracted. Its major sections include "Agency Profiles," "Community Resources," and an "Index of Services." In the "Agency Profiles" section, descriptions of the county's human service agencies are listed in alphabetic order by the agency name. Both public and private organizations are included, and for each entity listed, the Directory includes: the name, address, telephone number and hours of operation of the organization; a list of branch offices and/or outreach locations operated by the organization; a description of the geographic area served by the organization; a description of the types of services provided and the clientele served; admittance and/or eligibility requirements for clients; and costs of services available.

The "Community Resources" section of the Human Services Directory is organized by type of resource and lists the name, address and phone number of agencies whose services fall under various types of resource categories. Contact information for individual agencies is listed under major resource types such as "Senior Services," "City and Village Officials," "Employment and Job Training," "Home Health Care," "Chambers of Commerce," "Libraries," "Hospitals," "Early Childhood Programs" and "Adoption Information." Many of the agencies and organizations listed in the "Community Resources" section are also described in the "Agency Profiles" section.

The last section of the Directory -- the "Index of Services" -- is arranged alphabetically by type of service, such as "Food and Nutrition," "Handicapped," "Exoffenders," and "Employment." The names of individual organizations providing these services are listed under each major service heading.

PROGRAM DESCRIPTION (CONT.):

The first few pages of the Directory set the theme for the PIC's outreach and recruitment efforts. A foreword by the PIC Chair, which outlines the PIC's responsibilities to Lake County residents and businesses, is followed by a description of the PIC's organization, structure, and goals, and a brief description of the programs and services the PIC offers.

The PIC sells the Human Services Directory for $10.00. It can be found on the desks of personnel officers and lawyers, in hospitals, clinics, law enforcement agencies, libraries, government facilities, schools and at the social service agencies listed in the book. The PIC estimates that over 10,000 are currently in circulation.

The PIC first attempted to compile the information required for the Directory by sending a lengthy survey to all of the county's agencies and community resource organizations. Of the 200 agencies receiving the initial questionnaire, very few responded. Undaunted by the low response, the PIC sent out a much simpler survey in a one page format. After 3 weeks with no response, the PIC followed up with phone calls to the recipients. This second effort to obtain agency information netted the PIC over 200 organizational profiles.

Now the updating process is much easier and less labor intensive. The PIC sends each agency listed in the Directory a copy of its current profile and asks the agency to make necessary changes on the profile form and return it to the PIC. Revised information is incorporated into new editions which the PIC prints each year, usually in July. The current edition contains over 385 agency profiles.

By increasing client utilization of PIC services, the "Human Services for Lake County People" directory helps the PIC meet the supply side of the recruitment equation. Satisfying the demand side of the equation -- that is, finding private sector employment for PIC-trained clients -- is the goal of the "Lake County Business Directory." First published in 1982 and now in its third edition, the Business Directory lists the 12,000 employers located in Lake County. By compiling this Directory, the PIC promotes local economic development and thereby increases the number of job opportunities for its clients.

The Business Directory is organized into four sections. The first of these lists the Standard Industrial Classification (SIC) numbers and titles of businesses in Lake County and is arranged in SIC number order. The second section contains the same information arranged alphabetically by the SIC category name. These two sections enable users to find out what types of businesses are located in the county.

PROGRAM DESCRIPTION (CONT.):

The third and fourth sections expand upon the first two sections by including the names of the individual businesses that fall into each of the industrial categories. The third section, like the first, is organized in SIC number order and lists, for example, the name, address and phone number of each Lake County company that falls into the SIC category numbered 5712 for furniture stores, or 2751 for commerical printing, or 3462 for iron and steel forgings. The fourth section, like the second, is arranged alphetically by the SIC activity description and includes the names of the individual county businesses that engage in each activity.

Like the foreward and introduction to the Human Resources Directory, the first few pages of the Business Directory explain -- in marketing language -- the PIC's goal, programs, and rationale for producing the Directory. They clearly state that by compiling the Business Directory, the PIC hopes that businesses' use of other county businesses will increase and that the increased business activity will result in job creation. By including a brief outline of the services it provides -- including screening, training and education -- the PIC promotes its ability to help businesses meet their hiring needs. The "Lake County Business Directory" sells for $20.00 and about 1,500 copies are currently in circulation.

HINTS FOR SUCCESS: Be persistent with organizations when you are trying to get information from them.

PRODUCTS/PUBLICATIONS: Human Resources for Lake County People - Directory

Lake County Business Directory - Directory

DESCRIPTORS: Recruitment; Training and Employment Programs (Marketing); Interagency Coordination

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Bulletin

An Information Service of the NAB Clearinghouse

ACCESSION NUMBER: N000696; NAB Database MODELS File; Clearinghouse; July 1986

LOCATION: Beaver County, Pennsylvania; Butler County, Pennsylvania; Armstrong County, Pennsylvania; Indiana County, Pennsylvania; Fayette County, Pennsylvania; Westmoreland County, Pennsylvania; Allegheny County, Pennsylvania; Cambria County, Pennsylvania; Somerset County, Pennsylvania; Washington County, Pennsylvania; Greene County, Pennsylvania

DOCUMENT TYPE: BUL

TITLE: Veteran's Outreach and Assistance Center

CITATION: July 1986; 3p; National Alliance of Business, 1015 15th Street, N.W., Washington, D.C. 20005, 202-457-0040

PROGRAM INFORMATION: Veteran's Outreach and Assistance Center, North Huntingdon, PA

Dates of Operation: 1981/Present

Funding: JTPA Title IIA - $190,213; JTPA Title IVC - $82,076

Cost: $116/enrollee

Results: 4200 veterans served per year

PROGRAM OPERATOR: American Legion - Community Based Organization

CONTACT PERSON: Bishop, Robert S., Program Director, Veteran's Outreach and Assistance Center, 12923 Route 30, North Huntingdon, PA 15642, 412-864-7224

PROGRAM DESCRIPTION: Veterans seeking employment and training assistance in the eleven counties of southwestern Pennsylvania have a one stop resource at the Veteran's Outreach and Assistance Center. This is one of five outreach and assistance centers for veterans in the state of Pennsylvania. Originally established in 1981, the centers have two goals: identifying and reaching out to veterans who need employment-related assistance; and providing a variety of information and referral services that meet veterans' special needs.

PROGRAM DESCRIPTION (CONT.):

The Huntingdon center reaches these goals by knowing about and coordinating all of the services and opportunities that are available to veterans in its coverage area. In addition to staying abreast of changes in programs and benefits available from the Veterans Administration, the center also keeps up with other federal programs that have special components for veterans, such as those available from the Small Business Administration and through JTPA. Furthermore, the center staff makes it their business to be aware of all of the local services and benefits available to veterans from colleges and from other public and private human service organizations that serve southwestern Pennsylvania. Thus, like the centers in other parts of the state, the Huntingdon center answers inquires not only on employment and job training services and opportunities, but also on such topics as housing, and veterans' disability, loan, and scholarship benefits.

The center serves approximately 350 veterans each month. Each is counseled, assessed and provided with the information and/or referral services required to meet his individual needs. Employment-related assistance is provided in the form of refferals to PICs' JTPA programs, the Job Service or the Federal Civil Service Commission. The center also offers vocational counseling and help preparing resumes. To help veterans find jobs, the center staff act as liasons between the Job Service, employers and the veterans. In addition, the staff engage in follow up on a monthly basis with employers who have hired veterans the center has served.

The comprehensiveness of the center's services is critical to its success in reaching an often disenfranchised population. The center prides itself in giving veterans control over their lives -- teaching them how to use the services available to them from the government. As a result of its ability to cut through red tape and get results, the center has overcome the stereotype of being just another government program. An important point to note, according to the center's Director, is that veterans looking for employment often find their own jobs after gaining the control that results from the center's direction and assistance.

The other key to the center's success is its understanding that veterans frequently distrust government programs and are more likely to respond to information given to them by other veterans. Thus, the center views each client as a new member of its marketing team because it knows that veterans who have had a good experience with its services will spread the word among their peers. In addition, the five field staff who work for the center are themselves disabled Vietnam veterans.

PROGRAM DESCRIPTION (CONT.):

The accessibility and visibility of the field staff in their communities are other keys to the success of this program. Each of the five field workers is responsible for outreach and recruitment activities in two counties served by the center, and each sets up and maintains a center branch office in his coverage area. In addition, each is required to be an officer in at least one local veteran's organization, to maintain active memberships in all of the veterans' organizations in his respective outreach area, and to be a member of a board or commission -- such as a Private Industry Council -- that is directly related to employment and training. As a result, the center's staff maximizes contact with the veterans who need services, the organizations that plan and offer services, and the employers who can provide job opportunities.

The final component of the center's outreach campaign is its use of local media. The center prepares five to seven news releases each month on topics of interest to veterans, such as agent orange, VA home loans, and veterans' employment and training. These are circulated to and published by the media in this largely rural area. The center's Director attributes much of the success of the outreach effort to the publicity and awareness generated through this activity. He feels the media campaign is particularly useful since it attracts the many veterans who do not belong to veterans' organizations, promotes the importance of veterans issues, and increases employers' interest in hiring veterans.

HINTS FOR SUCCESS:

A well trained staff, sensitive to the needs of a variety of age groups, is essential.

Get to know your local media.

DESCRIPTORS:

Recruitment; Veterans; Training and Employment Programs (Marketing); JTPA Title II Funded Projects

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An Information Service of the NAB Clearinghouse

ACCESSION NUMBER: N000697; NAB Database MODELS File; Clearinghouse; July 1986

LOCATION: Detroit, Michigan

DOCUMENT TYPE: BUL

TITLE: Working Channel

CITATION: July 1986; 4p; National Alliance of Business, 1015 15th Street, N.W., Washington, D.C. 20005, 202-457-0040

PROGRAM INFORMATION: Working Channel, Detroit, MI

Dates of Operation: 1984/Present

Funding: JTPA Title III; Foundation Grants; Revenue

Cost: $1.25 million annual budget

PROGRAM OPERATOR: Working Channel - Nonprofit Corporation

Communication/Information System for the Unemployed (CISU) - Nonprofit Corporation

CONTACT PERSON: Durocher, Donald, Vice President, Public Access Corporation, 200 Renaissance Center, Suite 505, Detroit, MI 48243, 313-259-4947

Feinstein, Otto, Director, CISU, 77 West Canfield, Detroit, MI 48202, 313-577-2258

PROGRAM DESCRIPTION: The Working Channel is a cable television station that provides half a million homes in the Detroit area with daily, round-the-clock programming for the unemployed. In the last two years, the channel has produced 30,000 half hour segments carrying job listings, job training and hunting information, unemployment survival skills instruction and other job related programming to unemployed people in southeastern Michigan. The program's director says the channel has become one of the most efficient and cost-effective JTPA recruitment programs in the country. It began broadcasting in May 1984 to provide community organizations around Detroit with a centralized and comprehensive system for relaying employment and training information and publicizing services available to the unemployed.

PROGRAM DESCRIPTION (CONT.):

The Working Channel is carried by over 30 cable systems in the Detroit area. In addition, 200 viewing areas have been set up in union halls, churches, libraries, employment service offices, and other community organizations to meet the needs of the unemployed who do not subscribe or have access to a cable service. Thus, the station reaches a huge target group that no other single agency could afford to reach. One result of this outreach is increased JTPA enrollments; 30 percent of the Wayne County PIC's 1985 case load was the result of Working Channel referrals and more than 1,000 participants now in job training have reported that the channel was their lead.

The Working Channel's umbrella organization, CISU, employs 12 field workers who are liaisons to the community, gathering information about available services, fostering communication among service providers, and encouraging community organizations to utilize the Working Channel programs to structure activities -- such as job clubs -- that conserve resources by leveraging the station's programs. Through its programs, the Working Channel has publicized the services of 800 community based organizations that offer job training and other services to the unemployed in the seven SDAs in southeast Michigan.

Included in the station's programming are job listings, employment-related programs produced locally by such groups as the Chamber of Commerce and unions, instructional programs that teach interviewing and resume writing skills, motivational shows, and survival programs that offer information about available food and housing assistance. Job listings are provided by the Michigan Employment Service, which has been cabled to transmit and receive special character-generated programming. The Employment Service provides the Working Channel with new information on job listings on a weekly basis.

Enhancing the effectiveness of the Working Channel are guided job support groups called Working Circles that use the station's programming as the basis for counseling, training and aiding the unemployed. Each Circle is made up of 12 to 15 unemployed people who support each other in their job search efforts. The Circle's participants expand on program themes, such as resume writing and job interviewing, often helping each other through role-playing.

In addition to providing programming, the Working Channel offers production services on an at cost basis to local nonprofit groups. They can use Working Channel facilities to produce Public Service Announcements for broadcast on commercial stations or the Working Channel.

PROGRAM DESCRIPTION (CONT.):

The idea for the Working Channel came from Otto Feinstein, Director of Program Development at Wayne State University's College of Lifelong Learning and education director of Detroit's public television station. He wanted to provide a higher education curriculum on TV that would enable the unemployed to continue their education and still be available for work. The idea grew into the Working Channel, which serves as a low-cost electronic clearinghouse where service agencies, private business and unemployed people can interact.

The Working Channel was originially funded for two and a half years with nearly $2 million of Title III JTPA funds and with foundation grants. Grants from the Hudson Webber Foundation and Skillman Foundation covered some costs that could not be charged to JTPA, such as installing cable service in community agencies and installing dishes to receive cable signals. Much of the JTPA funds went to pay for the start up costs and personnel required to organize programming, set up the technology, and establish the Working Circles. Only one small drawback arose as a result of the JTPA funding. Because The Working Channel had to meet performance requirements to serve 1500 people and place more than 535 in jobs or training by the end of June 1985, some counseling and placement services were offered which duplicated services offered by other agencies

Duplicative services are no longer a problem now that the Working Channel operates entirely on private funding. With only private funding, CISU will transfer the Working Circles and other direct client services to local service providers and will concentrate on interagency coordination and replication. Although funding levels are currently pending, Director Feinstein remains optimistic that a consortium of local and state government, local agencies and foundations will realize the benefits the channel offers and will provide the support required for the station to continue in the future. Operating costs are kept low because Wayne State University loans the equipment needed for program production. In addition, the station taps local expertise by having several technicians from the local public television station available on permanent assignment. The public TV station bills CISU for the technicians' time.

To help replicate the Working Channel model nationwide, the executives of CISU have established a private for profit consulting group, Public Access Corporation, to teach others how to establish similar stations to meet local needs. Public Access sees many possibilities for programming outside of the

employment area, such as in health-related fields or programming for the elderly.

HINTS FOR SUCCESS:

Get the PICs involved first to make sure the central SDA coordinating body is involved. PICs can be a source of advice and funding.

The effort must be cooperative and involve a wide array of agencies with the same concern.

DESCRIPTORS:

Recruitment; Training and Employment Programs (Marketing); JTPA Title III Funded Projects

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Bulletin

An Information Service of the NAB Clearinghouse

ACCESSION NUMBER: N000701; NAB Database MODELS File; Clearinghouse; July 1986

LOCATION: Fort Berthold Reservation, North Dakota; Fort Totten Reservation, North Dakota; Turtle Mountain Reservation, North Dakota; Standing Rock Reservation, North Dakota

DOCUMENT TYPE: BUL

TITLE: Native American Outreach Program

1986 NAB Distinguished Performance Award

CITATION: July 1986; 2p; National Alliance of Business, 1015 15th Street N.W., Washington, D.C. 20005, 202-457-0040

PROGRAM INFORMATION: Native American Outreach Program, Bismarck, ND

Dates of operation: 1984/Present

Funding: $110,000 - Employment Service Grant

Results: 500 contacts per month

PROGRAM OPERATOR: Job Service North Dakota - State Government

CONTACT PERSON: Neameyer, Harold, Statewide Coordinator, Job Service North Dakota, P.O. Box 1537, Bismarck, ND 58502, 701-224-2836

PROGRAM DESCRIPTION: Job Service North Dakota began its Native American Outreach Program in late 1984 to bring employment and training services to those Native Americans living on or near the four Indian Reservations in the state. The Job Service North Dakota employs outreach workers, most of whom are stationed at each of the four reservations, to provide on site employment and training services and to enhance employment and training opportunities for Native Americans. Services provided include registration of reservation applicants, testing, job development, and job referral to employment opportunities both on and off the reservation.

The scope of the Job Services' outreach effort is primarily set forth in a formal agreement which the Job Service renews annually with each tribe. The agreement specifies what services Job Service will provide and how the outreach worker will

PROGRAM DESCRIPTION (CONT.):

determine the most appropriate services for each tribal participant. In return the tribe agrees to provide the outreach worker space, use of equipment, supplies and housing, and access to the tribal government. The Bureau of Indian Affairs, the Tribal personnel office, and other JTPA programs such as Title IV Native American Programs, also coordinate resources through this outreach worker.

Tribal acceptance of the outreach worker is critical to the success of the program. The tribes participate in the interview process, seeking individuals who are familiar with the area and the tribe's culture. Although it is not a requirement, all four of the outreach workers are Native Americans and two are members of the tribe they serve. Quarterly reviews of the outreach worker's progress are conducted with the tribe's representative and the Job Service.

The outreach worker is responsible for coordinating job training activities and employment on the reservations. The worker plays a visible role in the community, serving on tribal councils and stimulating many linkages between employment and other programs on the reservation. He must possess a general knowledge of available Job Service programs (such as Job Corps, Veteran's, Dislocated Worker, and Older Worker programs), and exhibit expertise in counseling and referral services.

HINTS FOR SUCCESS:

Specify in the agreement exactly what type of services are to be provided, and what is expected in return.

Specify how long the agreement is to last. Provide for a review process after the effective date of the agreement.

DESCRIPTORS:

Recruitment; Training and Employment Programs (Marketing); Native American Programs

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An Information Service of the NAB Clearinghouse

ACCESSION NUMBER: N000702; NAB Database MODELS File; Clearinghouse; July 1986

LOCATION: Logan, Utah; Brigham City, Utah

DOCUMENT TYPE: BUL

TITLE: Single Parent Project

CITATION: July 1986; 2p; National Alliance of Business, 1015 15th Street N.W., Washington, D.C. 20005, 202-457-0040

PROGRAM INFORMATION: Single Parent Project; Logan, UT

Dates of Operation: 1985/Present

Funding: Vista Volunteers - Outreach Worker; United Way - $2,000; Department of Social Services Self Sufficiency Fund - $14,000; Carl Perkins Vocational Education Grant - $28,000; Community Services Block Grant - $10,000; Other State Funding - $30,000

Results: Over 600 contacts in the first six months

PROGRAM OPERATOR: Bear River District Private Industry Council - Private Industry Council

CONTACT PERSON: Soltanieh, Roxanna, Project Director, 170 North Main, Logan, Utah 84321, 801-752-7242

PROGRAM DESCRIPTION: The Single Parent/Displaced Homemaker Project was organized in 1985 to enable single parents and displaced homemakers to gain marketable job skills and obtain rewarding employment. Recruitment and motivation are made especially difficult by the combination of the rural nature of the area and the target group the program is designed to serve. The unique features of this project are coordination through community organizations that yields more potential participants, and persistence on the part of the program's outreach worker.

Directors of local agencies are invited to attend workshops where they learn about the project and the benefits the participants gain through participation. Staff from the various

PROGRAM DESCRIPTION (CONT.):

community agencies serve as seminar instructors without cost to the program. The result is that the program enjoys strong community support and receives funds from at least seven sources, making it a truly collaborative effort.

These linkages with other agencies provide not only community and financial support but also provide most of the names of potential participants. Other recruitment techniques consist of mass mailings, press releases about the program, and public service announcements on the radio.

From these leads, the project's outreach worker, who is a Vista volunteer, travels throughout a largely rural area to visit personally each prospective participant. These women are mainly low income, uneducated, low in self esteem, and are generally overwhelmed with the perceived barriers to employment. To overcome this reluctance, the outreach worker must be patient, caring, and willing to make as many as five contacts with an individual in order to convince her to attend the program. Often the outreach worker must make 80 contacts in order to obtain 20 attendees at the program's seminars.

The program is comprehensive in approach, with seven distinct components, including outreach and community awareness, intake and assessment, preemployment training, support system development, basic literacy skills training, job placement assistance, and follow up.

The preemployment training component consists of a 60 hour "Seminar on Success." This intensive seminar includes interest and aptitude testing, self esteem building, goal setting, problem solving, communication and assertiveness training, job seeking and retention, resume preparation, and direction in writing an individual plan for success for each participant.

Support systems include weekly counseling, help with transportation and child care, and assistance in obtaining the other social services for which the participant may be eligible.

HINTS FOR SUCCESS: The outreach worker must have an understanding of what it is like to be low income.

DESCRIPTORS: Recruitment; Training and Employment Programs; Interagency Coordination; Preemployment Skills; Job Search Skills

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An Information Service of the NAB Clearinghouse

ACCESSION NUMBER: N000703; NAB Database MODELS File; Clearinghouse; July 1986

LOCATION: Albuquerque, New Mexico

DOCUMENT TYPE: BUL

TITLE: Work Unlimited

1985 NAB Distinguished Performance Award

CITATION: July 1986; 3p; National Alliance of Business, 1015 15th Street N.W., Washington, D.C. 20005, 202-457-0040

PROGRAM INFORMATION: Work Unlimited; Albuquerque, NM

Dates of Operation: 1983/Present

Funding: JTPA Title IIA - $50,000; Private Contributions - $125,000

Results: 6,000 applicants recruited per year

PROGRAM OPERATOR: Work Unlimited - Local Government

CONTACT PERSON: Montano, Chris, General Manager, 1701 4th Street, S.W., Albuquerque, NM 87102, 505-768-6000

PROGRAM DESCRIPTION: From its inception in 1983, Work Unlimited has devoted a substantial amount of resources and effort to its applicant outreach and recruitment activities. The managers at Work Unlimited center their outreach and recruitment activities around the theme of effective linkages with other agencies, employers and the Employment Service. Work Unlimited has recruited over 6000 individuals per year to its JTPA programs through its recruitment efforts.

Through the Employment Service in New Mexico, Work Unlimited has recruited substantial numbers of displaced workers into its programs. Every three months a brochure describing the services of Work Unlimited is sent out with unemployment insurance checks. The Employment Service includes a letter with the recipient's last UI check which also

PROGRAM DESCRIPTION (CONT.):

explains what Work Unlimited can do for them. The staff works closely with employers who are planning layoffs and provides pre-layoff assistance to the workers.

Former participants are recruited to make testimonials to groups of potential applicants at places such as public housing sites and displays set up in shopping areas around Albuquerque. The staff feels that this has been successful because the former participants relate well to those considering entry into a Work Unlimited program and can readily communicate the benefits of participating in the program to them. An alumni club of former participants has been established to assist in this effort.

Recorded telephone messages assist the outreach effort by providing information 24 hours a day and on weekends to individuals making phone inquiries about Work Unlimited's programs. The messages outline specific information regarding eligibility criteria, what documentation must be presented at the time of intake, and what types of training opportunities are available.

Employment offices of major employers have posters and brochures for their personnel interviewers to distribute to those seeking employment who may need remedial or other skill training that Work Unlimited provides. On a regular basis, personnel managers refer people who are not job ready to the programs of Work Unlimited.

One of the most effective linkages for outreach has been with the City of Albuquerque Police Department. The Work Unlimited staff produced a video for new officers to view during training. It describes the types of clients the program is looking for and explains the training and other activities of Work Unlimited. The officers are provided with cards that describe the Work Unlimited program which they hand out to individuals who come in contact with the police department. The city personnel office also refers individuals to Work Unlimited who do not have the basic skills to obtain city employment.

A consortium of youth serving agencies in Albuquerque known as Youth Force cooperates and provides participant referrals to Work Unlimited. Youth Force is made up of the Chamber of Commerce, Public Schools, the Youth Commission of the City of Albuquerque, Indian Youth Employment Programs, the state Job Service, the local Job Corps program, the YMCA and a number of other community based organizations.

PROGRAM DESCRIPTION (CONT.):

For the past two years, Work Unlimited has set up booth space to recruit applicants at the state fair. The staff has been disappointed with the results of this effort and it will be discontinued. They have found that both youth and adults come to a fair to have fun and do not want to take the time to discuss training or other employment opportunities.

HINTS FOR SUCCESS:

Make one person responsible for client outreach.

Form a youth coalition.

Make sure your services are in order before beginning a massive outreach campaign.

PRODUCTS/PUBLICATIONS:

Business Assistance Tool Kit

Marketing Plan

DESCRIPTORS:

Recruitment; Publicity; Awards and Recognition; Interagency Coordination; JTPA Title II Funded Projects

COMPANY INVOLVEMENT:

Mountain Bell - Non Financial Contributor

Gas Company of New Mexico - Non Financial Contributor

KOAT - Publicity

Johnson and Johnson - Non Financial Contributor

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Bulletin

An Information Service of the NAB Clearinghouse

ACCESSION NUMBER: N000631; NAB Database MODELS File; Clearinghouse; March 1986

LOCATION: New Mexico

DOCUMENT TYPE: BUL

TITLE: Worker Assistance Program

CITATION: March 1986; 2p; National Alliance of Business, 1015 15th Street N.W., Washington, D.C. 20005, 202-457-0040

PROGRAM INFORMATION: Worker Assistance Program; NM

Dates of Operation: 10-85 /Present

Funding: JTPA Title III-$2 million

12-86 (review)

PROGRAM OPERATOR: Human Resource Development Institute - Non-Profit Organization

CONTACT PERSON: Sanchez, Benny, HRDI, c/o Office and Professional Employees, 406 San Mateo,N.E., Albuquerque, NM 87108, 505-266-3712

PROGRAM DESCRIPTION: Workers displaced by the mine closings in New Mexico are now receiving employment and training assistance from a new statewide program. Layoffs in the mineral extraction industry started in 1982 when 400 were laid off in Silver City, New Mexico.

The number of people being displaced continued to rise, peaking in 1983-1984. Since then, new layoffs have dropped but there are still many people out of work. Program officials estimate that there are 3,000 to 4,000 laid off in Grants, New Mexico, alone.

The worker assistance program offers job search assistance, training, and career, personal, and financial counseling to laid off workers. Many of the affected workers have been with one company for a long time and are unfamiliar with current job search techniques such as resume writing and identifying the

N000651

PROGRAM DESCRIPTION (CONT.):

"hidden" job market. The program also offers help with interviewing techniques and skills assessment.

To speed the process of matching worker skills with available jobs, the assistance program is using a computer-assisted guidance system along with personal counseling.

Another innovative element of the program is the use of mobile assistance centers. The program's base of operation is Albuquerque, but most of the real worker assistance takes place close to where the workers live. To provide this service, the worker assistance teams travel to the affected towns. Mobile vans carry program materials and equipment where they are needed. Once on site, the assistance team coordinates with local unions, the company affected, and community leaders to tailor services to the needs of the laid-off workers. Usually the team sets up a center in a union hall or other community center and stays as long as necessary. -AHS

HINTS FOR SUCCESS:

Offer personal and family counseling as well as career counseling.

Develop a program that can offer assistance at the locations where the problem exists. A statewide program cannot operate out of a single location, even if it is centrally located.

Concentrate on helping workers transfer existing skills to new industries or helping them update existing skills for new technologies.

DESCRIPTORS:

JTPA Title III Funded Projects; Job Layoffs; Plant Closings; Mobile Units; Job Search Skills; Retraining; Preemployment Skills

IDENTIFIERS:

Dislocated Workers; Adjustment Assistance

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An Information Service of the NAB Clearinghouse

ACCESSION NUMBER: N000652; NAB Database MODELS File; Clearinghouse; March 1986

LOCATION: Arizona

DOCUMENT TYPE: BUL

TITLE: Arizona Dislocated Worker Program

1985 NAB Distinguished Performance Award

CITATION: March 1986; 3p; National Alliance of Business, 1015 15th Street N.W., Washington, D.C. 20005, 202-457-0040

PROGRAM INFORMATION: Arizona Dislocated Worker Program; Arizona

Dates of Operation: 1984/Present

Funding: JTPA Title III

Cost: $1,141/placement

Placement rate 93%

10-86 (review)

PROGRAM OPERATOR: Arizona Department of Economic Security-State Government

CONTACT PERSON: Loyola, Jose Gabriel, Administrator, JTPA, Department of Economic Security, 1300 W. Washington Street, Phoenix, AZ 85005, 602-255-3957

PROGRAM DESCRIPTION: There are 20,000 readily identifiable dislocated workers throughout Arizona, with especially severe dislocation in those areas associated with the copper mining industries. Using a flexible assistance center concept and an extensive array of services, the Arizona Dislocated Worker Program has succeeded in placing 93% of its participants into unsubsidized jobs.

As part of the Job Training Partnership Act, the Dislocated Worker Program is based on a system of three regional assistance centers and approximately nine mobile satellite

PROGRAM DESCRIPTION (CONT.):

offices that can go where the needs are greatest. New technology and foreign competition have had a strong influence on the state's extraction-related companies. This program offers its services to people who are widely scattered throughout the state by establishing satellite offices in areas of targeted need. The centers have the flexibility to respond rapidly to changing conditions, moving staff and satellite offices as required, while maintaining a cost-effective delivery system at the same time.

The array of services offered at the centers are designed to renew workers' self-confidence, capitalize on established work skills, train for new ones, and move people back into the workforce. These include classroom and on-the-job training, career and personal counseling, assessment, and placement assistance.

In order to make best use of local, state, and federal resources, the program is coordinated with agencies such as the Job Service, Unemployment Insurance, state Departments of Education and Health, the State Job Training Coordinating Council, union training programs with the Communications Workers of America, the International Brotherhood of Electrical Workers, and the Operating Engineers, local community services organizations, and representatives of private business.

An important innovation is the development of a simplified on-the-job training contract procedure for major employers which permits multiple trainee groups to train under a single contract. This allows trainees to be referred from more than one organization or agency and offers employers a broader group of prospective employees.

A training voucher system makes vouchers worth up to $1,500 available for dislocated workers to use at training institutions of their choice. One hundred vouchers are available in this pilot; most are targeted for dislocated copper miners. A pre-layoff assistance service allows the program to offer services as soon as possible and thereby avoid worker dislocation. In its first ten months this service enrolled 1,275 workers prior to layoff. The estimated savings to the state unemployment insurance fund was over $100,000.

During their first 13 months of operation, the assistance centers served 3,332 workers. More than 90% found jobs, and the average entry wage was $7.98 per hour. -AHS

HINTS FOR SUCCESS:

Coordinate services with existing agencies and organizations in order to maximize results.

Offer a flexible array of services which can meet the needs of workers in a variety of circumstances.

Develop a delivery system that allows services to be offered in remote locations if that is where the need is.

Develop pre-layoff assistance services to employers that will encourage them to notify early when there are impending layoffs or shutdowns.

DESCRIPTORS: JTPA Title III Funded Projects; Mobile Units; Job Layoff; Retraining; Classroom and On the Job Training; Employment Services; Interagency Coordination; Unions and Labor Organizations; On the Job Training Contracts; Training Vouchers; Awards and Recognition

IDENTIFIERS: Dislocated Workers

CROSS REFERENCES: N000547

COMPANY INVOLVEMENT: Gates Learjet Corporation - Space

Republic Airlines - Hiring

Binswanger Mirror Products - Space

Gannett Corporation - Space

IT&T - Hiring

Mountain Bell - Space

Frito Lay - Hiring

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